

Town Of Tillsonburg 2022 Business Plan

Recreation, Culture & Parks

November 29, 2021



2022 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Completion of New Splash Pad	Goal – Offer amenities, services & attractions Strategic Direction – Attractions for young families Priority Project- New Splash Pad	RCP	\$400K	Q2
Initiate Northcrest Estates Phase 2 Park	Goal – Offer amenities, services & attractions Strategic Direction – Expanded network of Parks Priority Project-Tree Planting/Trail System	RCP	\$160K	2023 Q2
Aquatics Rehabilitation	Goal – Offer amenities, services & attractions Strategic Direction – Enhance Programs Youth/Senior – Leisure Activities Priority Project- Community Centre Rehab	RCP	\$4.6M	2023 Q2
Tree Canopy Project	Goal – N/A Strategic Direction – N/A Priority Project – Enhanced Tree Planting	RCP	\$88K	2022 Q4
Updating of Facilities Asset Management Plan	Goal – Offer amenities, services & attractions Strategic Direction – Long Term Asset Plan Priority Project- Asset Mgmt Plan	RCP	N/A	2022 Q4

2022 Business Objectives

Programs & Services Division

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Community Recreation Survey	<p>Goal –Offer residents the amenities and services they require to enjoy balanced lifestyles</p> <p>Strategic Direction – Maintain and enhance programs to support an active and engaged population</p> <p>Priority Project- Recreation Master Plan</p>	Recreation	N/A	Q2
Review/Revise Membership Structure (Health Club and Pool)	<p>Goal –Offer residents the amenities and services they require to enjoy balanced lifestyles</p> <p>Strategic Direction – Update municipal sports facilities with modern standards</p> <p>Priority Project- Community Centre rehabilitation</p>	Recreation	N/A	Q3 – Q4

2022 Business Objectives

Culture & Heritage Division

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Municipal Open House Event in celebration of the 150th Anniversary of Town Incorporation	Goal – Offer amenities, services & attractions Strategic Direction – to enjoy culture Priority Project- additional community events	Museum	\$2,500	Q1
150th Anniversary of Town Incorporation Special Exhibit in Pratt Gallery	Goal – Offer amenities, services & attractions Strategic Direction – to enjoy culture Priority Project- additional community events	Museum	\$2,700	Q1 – Q3
Hosting of a series of various special events and production of souvenir item in honor of town's 150th Anniversary	Goal – Offer amenities, services & attractions Strategic Direction – to enjoy culture Priority Project- additional community events	Museum	\$12,800	Q1 – Q4

2022 Business Objectives

Parks & Facilities Division

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
LLWP Building Replacement	Goal – Offer amenities, services & attractions Strategic Direction – Attractions for young families Priority Project- New Splash Pad	Admin	TBD Subject to Grant Award	2022 Q4
Tree Planting Program	Goal – N/A Strategic Direction – N/A Priority Project – Enhanced Tree Planting	Parks	\$20K	2022 Q3
HVAC Replacement Program	Goal – N/A Strategic Direction – N/A Priority Project-	Facilities	\$105K	2022 Q3
OPP Security & Access System	Goal – N/A Strategic Direction – N/A Priority Project- N/A	Facilities	\$55K	2022 Q1
Lion’s Den Arena Window Inserts	Goal – N/A Strategic Direction – N/A Priority Project- N/A	Admin	\$50K	2022 Q3

2022 Capital Highlights

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
General Facility Repairs	Goal – Offer residents the amenities they require to enjoy balanced lifestyles Strategic Direction – Update municipal facilities consistent with modern standards Priority Project – Community Centre Rehabilitation	Facilities	\$120K	2022 Q4
Roof Repair/Replacement	Goal – Offer residents the amenities they require to enjoy balanced lifestyles Strategic Direction – Update municipal facilities consistent with modern standards Priority Project – Community Centre Rehabilitation	Facilities	\$100K	2022 Q4
New Playground Apparatus – Southridge & Cranberry	Goal – Offer residents the amenities they require to enjoy balanced lifestyles Strategic Direction – Update municipal facilities consistent with modern standards Priority Project – New playgrounds construction	Parks	\$70K	2022 Q2

Risks

- Capacity to meet expectations on proposed capital program is not available without appropriate levels of staffing
- Maintaining legislative compliance in all areas of operations.
- Grant funding for major infrastructure renewal projects is highly subscribed
- Visitor hesitancy to return as 4th wave of pandemic continues into winter of 2021
- Aging volunteer/fundraiser base – not able to anticipate the same level as previously experienced.
- Employee retention and recruiting challenges – Industry-wide

Opportunities

- Improve relationships with local community and user groups.
- Continue energy consumption efficiencies through facility assessment & enhancements.
- Facility upgrades through asset management programs to maximize life cycles for equipment and building envelopes.
- Continue seeking Federal/Provincial Grant opportunities.
- Reap benefits from Departmental Service Review.
- Increase online registration through new booking software program.

Future Departmental Directions: 3 year outlook

- | | |
|------|---|
| 2023 | Parking Lot Preservation Plan
Adoption of RCP 10-Year Capital Plan
Adoption of Facility Asset Management Plan
Museum Master Plan |
| 2024 | Waterpark Furnishings Upgrade
Cemetery Master Plan Update
Sports Fields Upgrade Plan |
| 2025 | Recreation Master Plan Update
Celebration of 200 th Anniversary of Town Founding by G.Tillson |



2022 Financial Plan
Operating Plan - Cost Code Summary
Cem

	2021	2022	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	-153,200	-148,200	5,000	(3.3%)	
Other Revenue	-18,500	-18,500			
Total Revenues	-171,700	-166,700	5,000	(2.9%)	
Expenditures					
Labour	152,400	157,400	5,000	3.3%	
Purchases	70,600	58,900	-11,700	(16.6%)	1
Contracted Services	21,000	21,000			
Contribution to Reserves		7,400	7,400		2
Interfunctional Adjustments	76,700	93,100	16,400	21.4%	3
Debt Principal & Interest	2,300	2,200	-100	(4.3%)	
Total Expenditures	323,000	340,000	17,000	5.3%	
Total Net Levy	151,300	173,300	22,000	14.5%	
Notes:					
1	Supplies Expense				
2	Niche sales				
3	Fleet Charges allocation - new unit				



2022 Financial Plan
Operating Plan - Cost Code Summary
Parks

	2021	2022	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	-28,300	-28,300	-	0.0%	
Other Revenue	-1,600	-1,600	-	0.0%	
Total Revenues	-29,900	-29,900			
Expenditures					
Labour	260,000	289,900	29,900	11.5%	1
Purchases	126,300	130,300	4,000	3.2%	
Contracted Services	259,400	262,400	3,000	1.2%	
Contribution to Reserves	16,300	16,300			
Interfunctional Adjustments	96,400	96,600	200	0.2%	
Debt Principal & Interest	76,200	74,100	-2,100	(2.8%)	
Total Expenditures	834,600	869,600	35,000	4.2%	
Total Net Levy	804,700	839,700	35,000	4.3%	
Notes:					
1	Full Time Labour				



2022 Financial Plan
Operating Plan - Cost Code Summary
Community Events

	2021	2022	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	-24,200	-28,200	-4,000	16.5%	
Total Revenues	-24,200	-28,200	-4,000	16.5%	
Expenditures					
Labour	6,000	6,000			
Purchases	110,400	115,100	4,700	4.3%	
Total Expenditures	116,400	121,100	4,700	4.0%	
Total Net Levy	92,200	92,900	700	0.8%	



2022 Financial Plan
Operating Plan - Cost Code Summary
Rec - Programs

	2021	2022	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	-42,700	-42,700			
User Charges	-811,300	-751,900	59,400	(7.3%)	1
Other Revenue	-12,500	-12,500			
Total Revenues	-866,500	-807,100	59,400	(6.9%)	
Expenditures					
Labour	1,531,000	1,537,500	6,500	0.4%	
Purchases	273,400	279,300	5,900	2.2%	
Interfunctional Adjustments	148,300	141,100	-7,200	(4.9%)	2
Total Expenditures	1,952,700	1,957,900	5,200	0.3%	
Total Net Levy	1,086,200	1,150,800	64,600	5.9%	
Notes:					
1	Reduced Rates & Fees - COVID				
2	IT charges allocation				



2022 Financial Plan
Operating Plan - Cost Code Summary
Rec - Bldg Mtce

	2021	2022	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	-3,600	-3,600			
Total Revenues	-3,600	-3,600			
Expenditures					
Labour	1,071,200	1,072,900	1,700	0.2%	
Purchases	656,200	688,100	31,900	4.9%	1
Contracted Services	388,700	394,400	5,700	1.5%	
Interfunctional Adjustments	93,400	109,700	16,300	17.5%	2
Debt Principal & Interest	590,400	584,500	-5,900	(1.0%)	
Total Expenditures	2,799,900	2,849,600	49,700	1.8%	
Total Net Levy	2,796,300	2,846,000	49,700	1.8%	
Notes:					
1	HLW; Insurance; Safety Expenses				
2	Fleet charges and IT charges allocations				



2022 Financial Plan
Operating Plan - Cost Code Summary
Elliott Fairbairn Centre

	2021	2022	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	-112,500	-118,700	-6,200	5.5%	1
Total Revenues	-112,500	-118,700	-6,200	5.5%	
Expenditures					
Purchases	14,400	14,600	200	1.4%	
Contracted Services		2,000	2,000		
Contribution to Reserves	12,500	12,500	-	0.0%	
Debt Principal & Interest	31,000	43,600	12,600	40.6%	2
Total Expenditures	57,900	72,700	14,800	25.6%	
Total Net Levy	-54,600	-46,000	8,600	(15.8%)	
Notes:					
1	Rent increase contributed to reserves				
2	New debt relating to the roof replaced in 2021				



2022 Financial Plan
Operating Plan - Cost Code Summary
Museum

	2021	2022	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	-18,900	-18,900			
User Charges	-6,300	-6,300			
Other Revenue	-7,000	-6,500	500	(7.1%)	
Contribution from Reserves	-30,300	-44,000	-13,700	45.2%	1
Total Revenues	-62,500	-75,700	-13,200	21.1%	
Expenditures					
Labour	279,300	280,400	1,100	0.4%	
Purchases	84,400	103,600	19,200	22.7%	2
Contracted Services	15,000	21,000	6,000	40.0%	3
Interfunctional Adjustments	22,000	24,700	2,700	12.3%	
Total Expenditures	400,700	429,700	29,000	7.2%	
Total Net Levy	338,200	354,000	15,800	4.7%	
Notes:					
1	100% of Federal grant received in 2021 COVID reopening				
2	One time 150 Anniversary Expenses				
3	Subcontractor Expenses				

Town of Tillsonburg

Capital Projects

Project	X43 New Columbarium		
Department	Cem		
Version	3 - SMT final	Year	2022

Description

A columbarium is a structure with inbuilt niche spaces that store cremation urns. This final resting place can be a wall, room, or stand alone building. Commonly made of granite or marble stone, a columbarium may be part of a cemetery, temple, or church.

Justification

The Tillsonburg Cemetery currently has installed a Columbarium to serve the needs of our Clients. Traditional burials are reducing in favour of this newer form of interring the ashes of loved ones. The Town recently purchased and installed a new structure in 2020. AT that time it was assumed that it would serve the needs of the community for 4 – 5 years however the ongoing sales of niches suggests that we will need another structure in 2022 to continue to serve the expected needs.

Niches, like burial plots directly offset the associated costs. The Town is fortunate to have a Cemetery Reserve Trust that can be utilized to offset the anticipated costs. As niche sales continue, the proceeds will be re-invested in the reserve to ensure the perpetual continuation of the Tillsonburg Cemetery.

Budget

	Total	2022	2023	2024	2025	2026	2027
Expenditures							
Construction	60,000	60,000					
Expenditures Total	60,000	60,000					
Funding							
Cont.from Reserves	60,000	60,000					
Funding Total	60,000	60,000					

Town of Tillsonburg

Capital Projects

Project	X62 Library Lane Enhancement - Design Phase		
Department	Parks		
Version	3 - SMT final	Year	2022

Description

This Project will re-imagine the existing Library Lane including overall aesthetic and barrier free enhancements.

Justification

This project will provide funding for the completion of the design and tender specifications that will be budgeted for in 2023.

Budget

		Total	2022	2023	2024	2025	2026	2027
Expenditures								
	Construction	10,000	10,000					
	Expenditures Total	10,000	10,000					
Funding								
	Taxation	10,000	10,000					
	Funding Total	10,000	10,000					

Town of Tillsonburg

Capital Projects

Project	X61 Southridge Parkette Play Structure		
Department	Parks		
Version	3 - SMT final	Year	2022

Description

The existing Playground apparatus has reached the end of its useful life and needs to be replaced with a new barrier free inclusive structure.

Justification

Budget

	Total	2022	2023	2024	2025	2026	2027
Expenditures							
Construction	35,000	35,000					
Expenditures Total	35,000	35,000					
Funding							
Taxation	35,000	35,000					
Funding Total	35,000	35,000					

Town of Tillsonburg

Capital Projects

Project	X60 Cranberry Park Play Structure		
Department	Parks		
Version	3 - SMT final	Year	2022

Description

To install new playground equipment.

Justification

Presently this Park does not have a playground structure which is needed to serve the children in the north east corner of the Town.

Budget							
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		Total	2022	2023	2024	2025	2026	2027
Expenditures								
	Construction	35,000	35,000					
	Expenditures Total	35,000	35,000					
Funding								
	Taxation	35,000	35,000					
	Funding Total	35,000	35,000					

Town of Tillsonburg

Capital Projects

Project	X59 Tree Planting Program		
Department	Parks		
Version	3 - SMT final	Year	2022

Description

As part of the ongoing tree planting and canopy preservation program, these funds will permit approximately 75-100 new trees annually in the Town.

Justification

Budget

	Total	2022	2023	2024	2025	2026	2027
Expenditures							
Construction	20,000	20,000					
Expenditures Total	20,000	20,000					
Funding							
Taxation	20,000	20,000					
Funding Total	20,000	20,000					

Town of Tillsonburg

Capital Projects

Project	X58 Sports Field Conditioner		
Department	Parks		
Version	3 - SMT final	Year	2022

Description

As part of the overall Sports Field enhancements, this tractor attachment provides significantly improved grooming of infield warning tracks at each of the Town's Baseball Diamonds.

Justification

Improved maintenance results in lessened injuries and maintenance costs

Budget

		Total	2022	2023	2024	2025	2026	2027
Expenditures								
	Construction	20,000	20,000					
	Expenditures Total	20,000	20,000					
Funding								
	Taxation	20,000	20,000					
	Funding Total	20,000	20,000					

Town of Tillsonburg

Capital Projects

Project	X57 Northcrest Estates Phase 2 -Park Design & Construction		
Department	Parks		
Version	3 - SMT final	Year	2022

Description

The purpose of this request is to establish a project line for the new Northcrest Estates Phase 2 Park.

Justification

Designs are currently underway through Hayhoe Homes and CJD.L. The associated costs will be directly offset through developer contributions, development charges and parkland reserve funds.

Budget

	Total	2022	2023	2024	2025	2026	2027
Expenditures							
Construction	160,000	160,000					
Expenditures Total	160,000	160,000					
Funding							
Misc Rev	160,000	160,000					
Funding Total	160,000	160,000					

Town of Tillsonburg

Capital Projects

Project	X56 Scanner and Tablets for Booking Software		
Department	Rec - Programs		
Version	3 - SMT final	Year	2022

Description

Scanner & Tablet for PerfectMind Booking Software/Facility Bookings & Event Management.

Justification

Budget

		Total	2022	2023	2024	2025	2026	2027
Expenditures								
	Construction	15,000	15,000					
	Expenditures Total	15,000	15,000					
Funding								
	Taxation	15,000	15,000					
	Funding Total	15,000	15,000					

Town of Tillsonburg

Capital Projects

Project	X55 HVAC General Repair/Replacements		
Department	Rec - Bldg Mtce		
Version	3 - SMT final	Year	2022

Description

Funding required for critical repairs/replacements of existing HVAC units at various locations in Town

Justification

Budget

		Total	2022	2023	2024	2025	2026	2027
Expenditures								
	Construction	50,000	50,000					
	Expenditures Total	50,000	50,000					
Funding								
	Taxation	50,000	50,000					
	Funding Total	50,000	50,000					

Town of Tillsonburg

Capital Projects

Project	X54 OPP Security Replacement Access System		
Department	Rec - Bldg Mtce		
Version	3 - SMT final	Year	2022

Description

The existing door lock system in place at the OPP Detachment Office has reached its end-of-life.

Justification

Ongoing access problems require routine repairs by a locksmith. The type of lock is specialized for Police needs.

Budget

		Total	2022	2023	2024	2025	2026	2027
Expenditures								
	Construction	55,000	55,000					
	Expenditures Total	55,000	55,000					
Funding								
	Taxation	55,000	55,000					
	Funding Total	55,000	55,000					

Town of Tillsonburg

Capital Projects

Project	X53 General Building Repairs & Maintenance		
Department	Rec - Bldg Mtce		
Version	3 - SMT final	Year	2022

Description

General funding for building envelope repairs, lighting, electrical, painting, etc.

Justification

Budget

	Total	2022	2023	2024	2025	2026	2027
Expenditures							
Construction	80,000	80,000					
Expenditures Total	80,000	80,000					
Funding							
Taxation	80,000	80,000					
Funding Total	80,000	80,000					

Town of Tillsonburg

Capital Projects

Project	X50 Dressing Rooms and storage at the Tillsonburg Community Center		
Department	Rec - Bldg Mtce		
Version	3 - SMT final	Year	2022

Description

Funds to be used to engage a space consultant/architect to develop a series of options to address potential solutions for the Dressing Rooms and storage at the Tillsonburg Community Center.

Justification

Resolution # 2021-437
 Moved By: Councillor Parker
 Seconded By: Councillor Gilvesy
 THAT Staff be directed to review the dressing room and storage situation at for both Memorial and Colin Campbell arenas;
 AND THAT Staff report back to Council with options to address any inadequacies that may currently be in place .

Budget

	Total	2022	2023	2024	2025	2026	2027
Expenditures							
Construction	15,000	15,000					
Expenditures Total	15,000	15,000					
Funding							
Taxation	15,000	15,000					
Funding Total	15,000	15,000					

Town of Tillsonburg

Capital Projects

Project	X49 Security Camera System Replacement		
Department	Museum		
Version	3 - SMT final	Year	2022

Description

The existing security camera system has reached the end of its useful life

Justification

Routine repairs are frequently required. Site security is essential as there are limited staff onsite and maintaining a safe and secure Museum site is imperative.

Budget

	Total	2022	2023	2024	2025	2026	2027
Expenditures							
Construction	15,000	15,000					
Expenditures Total	15,000	15,000					
Funding							
Taxation	15,000	15,000					
Funding Total	15,000	15,000					

Town of Tillsonburg

Capital Projects

Project	X48 Boiler Replacement		
Department	Museum		
Version	3 - SMT final	Year	2022

Description

This is a critical project that requires the replacement of the boiler heating system.

Justification

It was deferred in 2021 to offset the emergency replacement of the Corporate HVAC Unit

Budget

	Total	2022	2023	2024	2025	2026	2027
Expenditures							
Construction	55,000	55,000					
Expenditures Total	55,000	55,000					
Funding							
Cont.from Reserves	27,100	27,100					
Taxation	27,900	27,900					
Funding Total	55,000	55,000					

Town of Tillsonburg

Capital Projects

Project	X47 Annandale Slate Roof Repairs		
Department	Museum		
Version	3 - SMT final	Year	2022

Description

Following a detailed Roof Assessment in 2020, funding will be required for the repairs to the 1880's slate roof sections at Annandale House.

Justification

This is a critical need that will protect the integrity of the facility and cannot be deferred

Budget

		Total	2022	2023	2024	2025	2026	2027
Expenditures								
	Construction	50,000	50,000					
	Expenditures Total	50,000	50,000					
Funding								
	Taxation	50,000	50,000					
	Funding Total	50,000	50,000					